

## THE EFFECT OF EMOTION REGULATION AND EMOTION UTILIZATION OF SMALL RETAILERS' IN ADOPTING A POSITIVE ATTITUDE IN THE FACE OF CHALLENGES

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### Abstract

This study investigates the influence of Emotion Regulation and Emotion Utilization on the positive attitude of retailers towards challenges. Factor analysis revealed two major components of EI as Emotion Regulation and Emotion Utilization with satisfactory reliability of Cronbach's Alpha for Emotion Regulation 0.927, Emotion Utilization 0.712 and attitude 0.850. The results of ANOVA revealed a significant effect of Emotion Regulation levels on attitude,  $F(2, 137) = 13.316$ ,  $p < .001$ . Correlation and multiple regression analysis showed that Emotion Regulation significantly and positively ( $F(2, 137) = 15.555$ ,  $p < 0.001$ ) associated with attitude. The findings suggest that higher Emotion Regulation fosters a more positive outlook among retailers.

**Keywords:-** Emotion Regulation, Emotion Utilization, Attitude, Small retailers, Emotion knowledge.

In the world of business, challenges are constant; what varies is how each businessman responds - driven largely by personal attributes like determination,

optimism, and emotional intelligence. Adopting a positive attitude in the face of challenges is essential for success. Having a positive attitude means approach life with optimism and an open

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mind, and don't let adversity get the best of you. (Faster Capital, 2025). Attitudes are an important determinant of behaviours, with the accompanying assumption that knowledge of people's attitudes implies an ability to predict and control behaviours (Trafimow, 2004).

Attitude refers to feelings, beliefs, and reactions of an individual towards an event, phenomenon, objects or person (Logan & Hodges, 2012a). Attitude is frequently referenced in relation to Emotional Intelligence models, although this relationship is mostly described in broad and non-specific terms. (Maddocks, 2023a).

### Review of Literature

Emotions have motivational and regulatory functions (Izard et al., 2008) and emotional intelligence is a type of social intelligence that involves the ability to monitor one's own and others' emotions, to discriminate among them, and to use the information to guide one's thinking and actions (Mayer & Salovey, 1993). Positive behavioural outcomes resulted from effective emotion information processing and accurate emotion knowledge promotes emotion regulation and utilization. (Izard et al., 2008). Small independent retailers are facing problems at every stage of their operation, such as buying of materials, marketing of goods, raising of finance etc. They also face stiff competition from large scale retailers. (Natarajan, K., & Muruges, V, 2023). EI in entrepreneurs assists them in being optimistic about solving a stressful situation and accepting of such situations as well. (Pathak & Goltz, 2021). The researchers conducted

a review study on emotional intelligence, emotion regulation, and emotion-focused coping in the entrepreneurial context. (Lynn Schmodde & Marius Claus Wehner, 2024) the study highlighted that entrepreneurs who effectively regulate their emotions are better able to manage stress, uncertainty, and business challenges. (Bernoster et al., 2020) analysed the emotional and cognitive determinants of retail salespersons' emotional labour and adaptive selling behaviour. The findings showed that emotional intelligence positively influences adaptive behaviour and customer-oriented actions among retail employees.

### Objectives of the Study

1. To identify and measure the dimensions of emotional intelligence, namely emotion regulation and emotion utilization, among small retailers.
2. To analyse the influence of emotion regulation on adopting a positive attitude among small retailers
3. To examine the effect of emotion utilization on retailers' positive attitude toward challenges
4. To determine the predictive power of emotional intelligence dimensions on attitude of small retailers.

### Statement of the Problem

In today's volatile retail landscape, big and organised retailers are equipped with technology and tools to facilitate decision making and others (Grewal et al., 2017). But all these areas may not be explored by the traditional small retailers; they face

a multitude of challenges ranging from digital disruption, changing consumer behaviour, and supply chain inefficiencies to intense competition from organized retail and e-commerce platforms. Some retailers display resilience and innovation in the face of adversity, others experience significant stress, reduced motivation, and business decline. This divergence in responses highlights the potential influence of personal psychological factors, particularly emotional intelligence (EI), in shaping attitudes toward business challenges. The literature on the effect of emotional intelligence dimensions emotion regulation and emotion utilization of small retailers' in adopting a positive attitude in the face of challenges is scarce. The present study, therefore, is an attempt to fill this research gap.

### **Scope of the Study**

The study focuses on examining the effect of emotion regulation and emotion utilization on adopting a positive attitude in the face of challenges among small retailers. The study is limited to small retailers and concentrates specifically on two dimensions of emotional intelligence, namely emotion regulation and emotion utilization. The research also focuses on the attitude of retailers toward business-related challenges such as competition, technological changes, and market uncertainties. The findings of the study may help to understand the importance of emotional competencies in improving the psychological and behavioural responses of small retailers and may provide useful insights for researchers, policymakers, and small business support organizations in developing training

programmes and strategies to strengthen emotional competencies and positive attitudes among retailers.

### **Significance of the Study**

The study contributes to the existing literature by examining two important dimensions of emotional intelligence, namely emotion regulation and emotion utilization, in the context of small retailers. While previous studies have mainly focused on emotional intelligence in educational and organizational settings, limited attention has been given to retailers, especially small business owners. Thus, the study helps to fill this research gap by providing empirical evidence on how emotional competencies influence retailers' attitudes toward challenges.

### **Research Methodology**

Descriptive and Analytical Research design were adopted in the study. Both Primary and Secondary data were used. Primary data were collected using structured questionnaire. For measuring the Emotional Intelligence level of small retailers Emotional Intelligence scale (SSEIS) (Schutte et al., 1998) were employed. The attitude towards challenges was measured using a well-structured questionnaire. A sample of 140 small retailers having independently owned and operated retail establishments that are not dominant in their field of operation and primarily engage in the sale of goods and services directly to end consumers.

### **Analysis and Discussions**

Exploratory Factor Analysis confirmed the suitability of the data

Table 1  
Exploratory Factor Analysis

| KMO and Bartlett's Test                          |                    |          |
|--------------------------------------------------|--------------------|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. |                    | .877     |
| Bartlett's Test of Sphericity                    | Approx. Chi-Square | 1328.062 |
|                                                  | Df                 | 190      |
|                                                  | Sig.               | .000     |

Source: Primary Data

Table 2  
Total Variance Explained

| Component                                        | Rotation Sums of Squared Loadings |               |              |
|--------------------------------------------------|-----------------------------------|---------------|--------------|
|                                                  | Total                             | % of Variance | Cumulative % |
| 1                                                | 6.825                             | 34.125        | 34.125       |
| 2                                                | 2.712                             | 13.558        | 47.683       |
| Extraction Method: Principal Component Analysis. |                                   |               |              |

Source: Primary Data

(KMO=0.877; Bartlett’s test  $p < 0.001$ ) and identified two major dimensions of emotional intelligence: Emotion Regulation and Emotion Utilization explained 47.68 per cent of the total variance, with factor loadings ranging from 0.505 to 0.880, indicating good construct validity.

The reliability analysis (Table 4) confirmed good internal consistency for all constructs used in the study. Emotion Regulation showed excellent reliability ( $\alpha = 0.927$ ), while Emotion Utilization showed acceptable reliability ( $\alpha = 0.712$ ) and attitude exhibited good reliability ( $\alpha = 0.850$ ).

Table 5 reveals that the majority of retailers possess high levels of Emotion Regulation (64.3 per cent) and Emotion Utilization (85.0 per cent). This indicates

that most respondents are capable of effectively managing and constructively utilizing emotions in business situations.

The analysis revealed that Emotion Regulation had a significant effect on retailers’ attitude, with respondents having high emotion regulation showing more positive attitudes toward business challenges (Table 6). However, Emotion Utilization did not show a significant influence on attitude.

Pearson correlation analysis (Table 7) revealed that Attitude was positively and significantly correlated with Emotional Regulation ( $r = 0.429, p < 0.01$ ), indicating that retailers with higher emotion regulation exhibited more positive attitudes toward business challenges. Emotion Utilization was not significantly correlated with attitude ( $r = 0.044, p = 0.607$ ).

Table 3  
Rotated Component Matrix

|                                                     | Component |      |
|-----------------------------------------------------|-----------|------|
|                                                     | 1         | 2    |
| EI 1                                                | .712      |      |
| EI 2                                                | .688      |      |
| EI 3                                                | .775      |      |
| EI 4                                                | .739      |      |
| EI 5                                                | .834      |      |
| EI 6                                                | .790      |      |
| EI 7                                                | .880      |      |
| EI 8                                                | .620      |      |
| EI 9                                                | .744      |      |
| EI 10                                               | .772      |      |
| EI 11                                               | .777      |      |
| EI 12                                               | .610      |      |
| EI 13                                               |           | .688 |
| EI 14                                               |           | .505 |
| EI 15                                               |           | .612 |
| EI 16                                               |           | .602 |
| EI 17                                               |           | .648 |
| EI 18                                               |           |      |
| EI 19                                               |           | .689 |
| EI 20                                               |           | .482 |
| Extraction Method: Principal Component Analysis.    |           |      |
| Rotation Method: Varimax with Kaiser Normalization. |           |      |
| a. Rotation converged in 3 iterations.              |           |      |

Source: Primary Data

Table 4  
Reliability Analysis

| Reliability Statistics |                  |              |
|------------------------|------------------|--------------|
| Constructs             | Cronbach's Alpha | No. of Items |
| Emotion Regulation     | .927             | 12           |
| Emotion Utilization    | .712             | 7            |
| Attitude               | .850             | 16           |

Source: Primary Data

**Table 5**  
**Emotional Regulation and Emotion Utilization Levels among Retailers**  
**(N = 140)**

| EI Dimension        | Level    | Frequency | Valid % | Cumulative % |
|---------------------|----------|-----------|---------|--------------|
| Emotion Regulation  | Low      | 18        | 12.9    | 12.9         |
|                     | Moderate | 32        | 22.9    | 35.7         |
|                     | High     | 90        | 64.3    | 100.0        |
| Emotion Utilization | Low      | 9         | 6.4     | 6.4          |
|                     | Moderate | 12        | 8.6     | 15.0         |
|                     | High     | 119       | 85.0    | 100.0        |

Source: Primary Data

**Table 6**  
**One-Way ANOVA**

| Variable            | F (df)            | p-value | Post Hoc (Tukey HSD) Results                                                                                                                                                |
|---------------------|-------------------|---------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Emotion Regulation  | F(2, 137) = 13.32 | < .001  | High EI group scored significantly higher on Attitude than both Low (p < .001) and Moderate (p = .013); difference between Low and Moderate was not significant (p = .076). |
| Emotion Utilization | F(2, 137) = 1.10  | .335    | No significant mean differences among Low, Moderate, and High groups (all p > .30).                                                                                         |

Source: Primary Data

**Table 7**  
**Correlation Analysis**

| Correlations                                                 |                     |          |                    |                     |
|--------------------------------------------------------------|---------------------|----------|--------------------|---------------------|
|                                                              |                     | Attitude | Emotion Regulation | Emotion Utilization |
| Attitude                                                     | Pearson Correlation | 1        | .429**             | .044                |
|                                                              | Sig. (2-tailed)     |          | .000               | .607                |
|                                                              | N                   | 140      | 140                | 140                 |
| Emotion Regulation                                           | Pearson Correlation | .429**   | 1                  | .181*               |
|                                                              | Sig. (2-tailed)     | .000     |                    | .032                |
|                                                              | N                   | 140      | 140                | 140                 |
| Emotion Utilization                                          | Pearson Correlation | .044     | .181*              | 1                   |
|                                                              | Sig. (2-tailed)     | .607     | .032               |                     |
|                                                              | N                   | 140      | 140                | 140                 |
| **. Correlation is significant at the 0.01 level (2-tailed). |                     |          |                    |                     |
| *. Correlation is significant at the 0.05 level (2-tailed).  |                     |          |                    |                     |

Source: Primary Data

Table 8  
Multiple Regression Analysis

| Model Summary                                                      |                   |          |                   |                            |
|--------------------------------------------------------------------|-------------------|----------|-------------------|----------------------------|
| Model                                                              | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1                                                                  | .430 <sup>a</sup> | .185     | .173              | .63509                     |
| a. Predictors: (Constant), Emotion Utilization, Emotion Regulation |                   |          |                   |                            |

Source: Primary Data

Table 9  
ANOVA

| Model                                                              |            | Sum of Squares | df  | Mean Square | F      | Sig.              |
|--------------------------------------------------------------------|------------|----------------|-----|-------------|--------|-------------------|
| 1                                                                  | Regression | 12.548         | 2   | 6.274       | 15.555 | .000 <sup>b</sup> |
|                                                                    | Residual   | 55.258         | 137 | .403        |        |                   |
|                                                                    | Total      | 67.806         | 139 |             |        |                   |
| a. Dependent Variable: Attitude                                    |            |                |     |             |        |                   |
| b. Predictors: (Constant), Emotion Utilization, Emotion Regulation |            |                |     |             |        |                   |

Source: Primary Data

Table 10  
Coefficients

| Model                           |                     | Unstandardized Coefficients |            | Standardized Coefficients | T     | Sig. |
|---------------------------------|---------------------|-----------------------------|------------|---------------------------|-------|------|
|                                 |                     | B                           | Std. Error | Beta                      |       |      |
| 1                               | (Constant)          | 1.772                       | .380       |                           | 4.661 | .000 |
|                                 | Emotion Regulation  | .400                        | .072       | .435                      | 5.549 | .000 |
|                                 | Emotion Utilization | -.037                       | .082       | -.035                     | -.448 | .655 |
| a. Dependent Variable: Attitude |                     |                             |            |                           |       |      |

Source: Primary Data

The overall regression model was statistically significant,  $F(2, 137) = 15.555$ ,  $p < 0.001$ , and explained 18.5 per cent of the variance in attitude scores ( $R^2 = 0.185$ , Adjusted  $R^2 = 0.173$ ). Regression coefficients indicated that Emotional Regulation was a significant positive predictor of attitude ( $B = 0.400$ ,  $\beta = 0.435$ ,  $t = 5.549$ ,  $p < 0.001$ ). Emotion Utilization was not a significant predictor ( $B = -0.037$ ,  $\beta = -0.035$ ,  $t = -0.448$ ,  $p = 0.655$ ).

Findings and Suggestions

Findings

1. The exploratory factor analysis identified two major dimensions of emotional intelligence among small retailers, namely Emotion Regulation and Emotion Utilization. The KMO and Bartlett’s test confirmed the suitability of the data for factor analysis. The extracted factors explained 47.68 per cent of

the total variance, with strong factor loadings indicating that the items were reliable measures of the respective constructs.

2. Majority of retailers possess a high level of Emotion Regulation (64.3 per cent) and Emotion Utilization (85.0 per cent). This indicates that most respondents are capable of effectively managing and constructively utilizing emotions for business decision-making and problem-solving.
3. The one-way ANOVA revealed that Emotion Regulation had a significant effect on retailers' attitude, with respondents having high emotion regulation showing more positive attitudes than those with moderate and low levels. However, Emotion Utilization did not show a significant difference in attitude among the different groups.
4. The correlation analysis revealed a positive and significant relationship between Emotion Regulation and attitude, indicating that retailers with better emotional regulation tend to have a more positive attitude toward business challenges. However, Emotion Utilization did not show a significant relationship with attitude.
5. The multiple regression analysis revealed that Emotion Regulation significantly and positively influences retailers' attitudes toward business challenges. However, Emotion Utilization was not found to have a significant effect on attitude. The model explained 18.5 per cent of

the variation in attitude, indicating that emotional regulation plays an important role in developing positive attitudes among small retailers.

### Suggestions

The ability to manage and regulate emotions directly translates into a more positive outlook toward challenges such as competition, customer management, and financial pressures. Overall, the findings suggest that emotion regulation is a vital dimension of EI in the retail context, shaping positive attitudes. Emotional utilization, although theoretically important, may require further refinement in. Future research may extend this study by including larger and more diverse samples, employing longitudinal designs, and exploring the mediating role of other constructs. Further, examining other dimensions of emotional intelligence and linking EI to concrete business outcomes can enrich the understanding of how emotional competencies influence retailers' attitudes and performance.

### Conclusion

The study explored the influence of emotion regulation and emotion utilization on retailers' attitudes toward business challenges. The factor analysis confirmed a two-dimensional structure Emotion Regulation and Emotion Utilization. Among these, regulation demonstrated both higher reliability and stronger predictive power. The ANOVA results highlighted that retailers with high EI levels consistently reported more positive attitudes, aligning with existing

literature that emphasizes EI as a critical resource for coping with business stressors. Correlation analysis reinforced that emotional regulation is the key driver of attitude, while emotional utilization played little role. This finding is consistent with theoretical models that highlight self-

control and regulation as essential in managing challenges in dynamic business environments. Regression analysis further demonstrated that emotion regulation was the only significant predictor of attitude, explaining nearly one-fifth of the variance.

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